

TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

SEPTEMBER-OCTOBER 1996



**NEW
VECTORS
FOR INSPECTION**

features

- 4 **Signature Article**
Col. Robertson speaks of the evolving inspection system.
- 8 **1996 Worldwide Inspectors General Conference**
Inspectors general worldwide met to discuss new "vectors" for inspection.
- 10 **The AFSPC "QAFA"**
Air Force Space Command's inspection guides.
- 12 **HAZMAT Management**
Are you a member of the team?
- 14 **Leaving Without Liability**
Reports of survey can follow you to your next base.
- 15 **Inspection News**
Unofficial electronic bulletin board policy and Howard W. Leaf Award.
- 18 **Computer Bytes**
Several computer tips for work efficiency and dollars saved.
- 22 **ORI Credit For Real-World Operations and Exercises?**
The Inspector General's staff reviews initiatives in this critical area.

departments

- 6 **Inspector's Section**
- 16 **Investigator's Dossiers**
- 17 **Auditor's Files**
- 18 **Medical Issues**

The Inspector General Brief
AFRP 90-1
September-October 1996
Volume XLVIII, Number 5

HON. SHEILA E. WIDNALL
Secretary of the Air Force

GEN. RONALD R. FOGLEMAN
Chief of Staff, USAF

LT. GEN. RICHARD T. SWOPE
The Inspector General, USAF

COL. JAMES C. ROBERTSON III
Commander, Air Force Inspection Agency

CAPT. ANGELA L. ELLARD
Editor

MS. DANITA T. BURNS
Assistant Editor

on our cover

Cover photo by Staff
Sgt. G. Robinson. F-15s and F-16s arrive in Denmark to take part in Tactical Weaponry 1995.

TIG Brief (ISSN #8750-376X) is published bimonthly by the Air Force Inspector General, Air Force Inspection Agency, Kirtland Air Force Base, New Mexico 87117-5670. The **TIG Brief** (AFRP 90-1) provides authoritative guidance and information to commanders, inspectors general, inspectors, and other Air Force leaders at all levels of command. Second-Class postage paid at the United States Post Office, Albuquerque, NM 87101-9651 and additional mailing offices.

Address all correspondence to HQ AFIA/CVC, 9700 G Ave SE, Suite 320F, Kirtland AFB, NM 87117-5670. If sending electronically, use the Internet address: tig@smtps.saia.af.mil. The phone number is DSN 246-1657 or commercial (505) 846-1657.

No payment can be made for manuscripts submitted for publication in **TIG Brief**.

Contributions are welcome as are comments. The editor reserves the right to make any editorial changes in manuscripts. **Air Force organizations are authorized to reprint articles from TIG Brief provided proper credit is given to the material used.**

The contents of this magazine are nondirective and should not be construed as regulations, technical orders, or directives unless so stated. Distribution is made through local PDOs.

POSTMASTER: Send address changes to: **TIG Brief** Editor, HQ AFIA/CVC, 9700 G Ave SE, Suite 320F, Kirtland AFB, NM 87117-5670.

On July 1, 1996, Col. James C. Robertson III assumed command of the Air Force Inspection Agency. Robertson is the former 11th Support Group commander, Bolling Air Force Base, D.C.



With this issue, we bring you one that is largely focused on the many aspects of the office of the Air Force Inspector General. Col. James C. Robertson III, the Air Force Inspection Agency's commander, provides the signature article for this issue and

discusses changes in the inspection system. In addition to Robertson's article, the remaining pages cover myriad inspector general-related issues, the base effort it takes to manage hazardous material, the unique space inspection guides developed by Air Force Space Command for use during their Quality Air Force assessments, and requirements for training affiliation agreements with civilian hospitals. We hope you'll find this particular issue informative as well as useful as we all look for ways to improve how the Air Force does business.

We continually strive to make *TIG Brief* a world-class magazine in demand by Air Force leaders. Lt. Gen. Richard T. Swope, Air Force Inspector General, asked that we ensure that *TIG Brief* becomes the Air Force's most available, widely-read magazine. With this vision for the widest dissemination possible, *TIG Brief* made its worldwide web debut and is now available in *full color* on the Internet. We encourage you to visit us at our new homepage address <http://www-afia.saia>.

af.mil. If you would like to change your paper distribution, because of your Internet access, please contact your local publishing distribution office.


ANGELA L. ELLARD
Captain, USAF

A PERSPECTIVE ON INSPECTION

by Col. James C. Robertson III



“Our task, as inspectors, is to keep an eye on how we are doing.”

It is with a great deal of pride and excitement that I assume command of the Air Force Inspection Agency and become the newest member of the inspector general team. I feel immense pride because the agency is a world-class organization yet must continue to improve. The excitement I feel is because I suspect we will face challenges that will force us to identify new possibilities, pose new questions, and perhaps even upset some old views. Success will require a dynamic, agile, and enterprising approach to our job.

If you look at the history of the inspector general dating back to King Charles I, his *Articles of War* stated: “The inspector general must have a horse and some soldiers to attend him and all the rest are commanded to obey and assist, or else the Army will suffer. For he is but one and must correct many, therefore, he cannot be beloved. ...” I’m sure most of us can relate that description of the inspector general to our early careers—a time when the inspector general truly wore a “black hat.” As the Air Force deployed quality tools and practices, the inspector general took on more of a “gray hat” consultative role. Some may argue that the pendulum swung a bit too far and we need to put a little “black” back into the “hat.”

Whatever one thinks, Air Force leadership sets the tone for everything we do. Our task,

as inspectors, is to keep an eye on how we are doing. To be sure, we will closely examine compliance areas where compliance is demanded by the mission. Although we have adopted more of a consultative approach to business, our ability as an agency to provide fair, objective, and hard-hitting assessments requires that we maintain our independence of thought and perspective on any issue we examine. There will always be a need for commanders to receive honest and independent assessments of their units' ability to perform their assigned mission. It is not only a smart thing to do, it is the right thing to do.

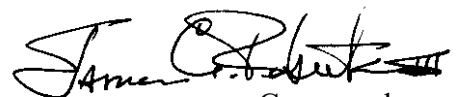
Like everyone else, inspector general staffs have been cut and grade structures reduced. This means we may have to invent new ways of doing our job to ensure that we focus on the critical topics while maximizing our benefit to the Air Force. We may need to develop new customer relation-

ships, products, and services. We must optimize the use of technology in the right place to assist us in executing the inspector general mission. We must hire only the best, brightest, and most talented officers, noncommissioned officers, and civilians to become inspectors and return them to the field in jobs which maximize the wealth of knowledge and experience they will gain during a tour on the inspector general team. It also means that a high-performing organization like the Air Force Inspection Agency must rely on the total intellect of the organization to make it happen—every soul has to count!

On the inspection side, we will continue to provide Air Force commanders and leaders with independent assessments of readiness and management effectiveness. We will continuously take a hard look at our current products: health services inspections; Quality Air Force assessments; reports of

inquiry; and acquisition, functional, and special management reviews to ensure we are providing timely feedback on important topics to Air Force leadership. On the support side, we will continue to offer the United States Air Force Inspection School courses and publish *TIG Brief* magazine.

Once again, I'm proud to be a member of Team IG and look forward to working with commanders, leaders, and inspectors general throughout the Air Force. The throttles are in "MAX" as we continue our quest to be the world-class consultant in demand by Air Force leaders—dedicated to improving the Air Force. ♦



Commander
Air Force Inspection Agency

Special Interest Items

The Air Force Inspection Agency publishes this schedule of special interest items to advise inspectors at all levels of current inspection efforts and to encourage crossfeed of inspection guides and information. The schedule contains ongoing Air Force, major command, and forward operating unit special interest items. Direct questions concerning specific items to the agency monitors listed below.

USAF

Lt. Col. Ohman
DSN 246-1575

96-001

Explosives Safety Program
Management
Expires: March 31, 1997

96-002

Policy and Guidance Review Validation
Expires: July 15, 1997

ACC

Ms. Brehm
DSN 574-8710

93-13

Quality Performance Measures
Expires: Indefinite

93-15

Armament Delivery Recording
Expires: Indefinite

94-1

Joint Oil Analysis Program
Expires: Indefinite

94-3

Supervisor of Flying
Expires: Indefinite

95-1

Simplified Engineering Requirements
Program
Expires: Jan. 1997

95-2

American Express Program
Management
Expires: Indefinite

95-3

G-Awareness
Expires: Indefinite

95-4

Management of ACC Culture and
Leadership Survey
Expires: Indefinite

95-5

In-Flight Communications Discipline
Expires: Indefinite

AETC

Lt. Col. Onacle
DSN 487-5344

94-001

Automated Data Processing
Equipment Account
Expires: June 30, 1997

94-003

Officer Performance Feedback Program
Expires: Oct. 31, 1996

95-001

Computer Security
Expires: June 30, 1997

95-002

Simplified Acquisition of Base Engineer
Requirements
Expires: Oct. 31, 1997

96-001

In-Flight Communications Discipline
Expires: Feb. 28, 1998

96-002

Recruiter Transition Program
Expires: June 30, 1998

96-003

Sexual Harrassment
Expires: July 31, 1998

AFMC

Maj. Rawlings
DSN 787-7650

96-1

Elite Gate Guard
Expires: April 10, 1998

96-2

Honor Guards
Expires: April 18, 1997

96-3

Champion Wheels Program
Expires: May 1, 1998

96-4

Quality Assurance Evaluator Program
Expires: May 15, 1998

96-5

Report of Survey Program
Expires: June 12, 1998

AFSOC

Capt. Zook
DSN 579-2858

96-01

Core Automated Maintenance System
Expires: Dec. 31, 1996

AFSPC

Master Sgt. Madison
DSN 834-6362

95-2

Weapon Storage Area Security
Enhancements
Expires: Indefinite

95-3

Weapon System Safety Assessment
Expires: July 31, 1996

95-4

Automated Data Processing Equipment
Account and Maintenance
Expires: Oct. 15, 1997

96-1

Normalization of Supply Accounts
Expires: Feb. 28, 1997

AMC

Tech. Sgt. Jackson-Hansen
DSN 576-5975

095

Decentralization of Aviation Petroleum
Program
Expires: Oct. 16, 1996

100

Air Mobility Command Arming Policy
Expires: June 15, 1996

102

Improving AMC Space Available Travel
Opportunities
Expires: Oct. 15, 1996

104

Service Contracts/Quality Assurance
Evaluation Program
Expires: Oct. 1, 1996

Special Interest Items

105

Documenting Aerial Port Workload
Expires: Feb. 1, 1997

106

Intelligence Automated Mission Support
Expires: March 31, 1997

107

Ability to Survive and Operate Exercise Program
Expires: March 31, 1997

PACAF

Chief Master Sgt. Errecart
DSN 449-9316

93-002

Inspector General Complaint and Fraud, Waste, and Abuse Program
Expires: Aug. 31, 1996

93-003

Squadron Lounges/Private Organizations Food and Beverages
Expires: Aug. 31, 1996

95-001

Management of Government Property
Expires: June 30, 1997

96-001

Night Cockpit Illumination
Expires: Jan. 14, 1997

96-002

Technical Order Compliance and Management
Expires: Jan. 31, 1997

96-003

Air Combat Training with Similar Aircraft
Expires: April 30, 1997

96-004

Dress and Appearance
Expires: May 14, 1997

USAFE

Capt. Castor
DSN 480-6005

036

Customer Service in Housing Management
Expires: Indefinite

039

USAFE Self Help Program
Expires: Dec. 30, 1996

040

Internal Controls of Cash Accountability
Expires: Aug. 31, 1996

AFRES

Master Sgt. Fox
DSN 497-1496

016

Reporting and Documentation—Pilot Trainee Program
Expires: March 1, 1997

018

Corrosion Prevention and Aircraft Marking
Expires: Oct. 1, 1998

019

Simplified Acquisition of Base Engineering Requirements
Expires: Dec. 31, 1997

020

Aviation Petroleum Decentralization Program
Expires: Feb. 28, 1997

021

Fuel Systems Section Management
Expires: May 31, 1999

022

Government Travel Card Program Management
Expires: March 31, 1997

023

Air Force Reserve Policy on Family Care
Expires: March 1, 2000

ANG

Lt. Col. McClain
DSN 255-3624

92-1

Dual Compensation
Expires: Indefinite

93-2

G-Awareness (AETC & PACAF Only)
Expires: Indefinite

94-1

Information Processing Management System
Expires: Indefinite

96-1

Tactical Deception Program
Expires: Indefinite

CAP-USAF

Chief Master Sgt. Boyle
DSN 493-4286

93-2

Local Base Field Grade Civil Air Patrol Coordinators
Expires: Sept. 30, 1996

AIA

Capt. Hammontree
DSN 969-2891

95-1

Enlisted Specialty Training
Expires: Jan. 31, 1997

95-2

Basic Allowance for Subsistence/ Subsistence in Kind
Expires: Sept. 30, 1996

95-3

Temporary Duty History/Accumulator File
Expires: Sept. 30, 1996

96-1

Esprit de Corps
Expires: Indefinite

96-2

Fatality/Suicide Prevention
Expires: May 1, 1997

AFOSI

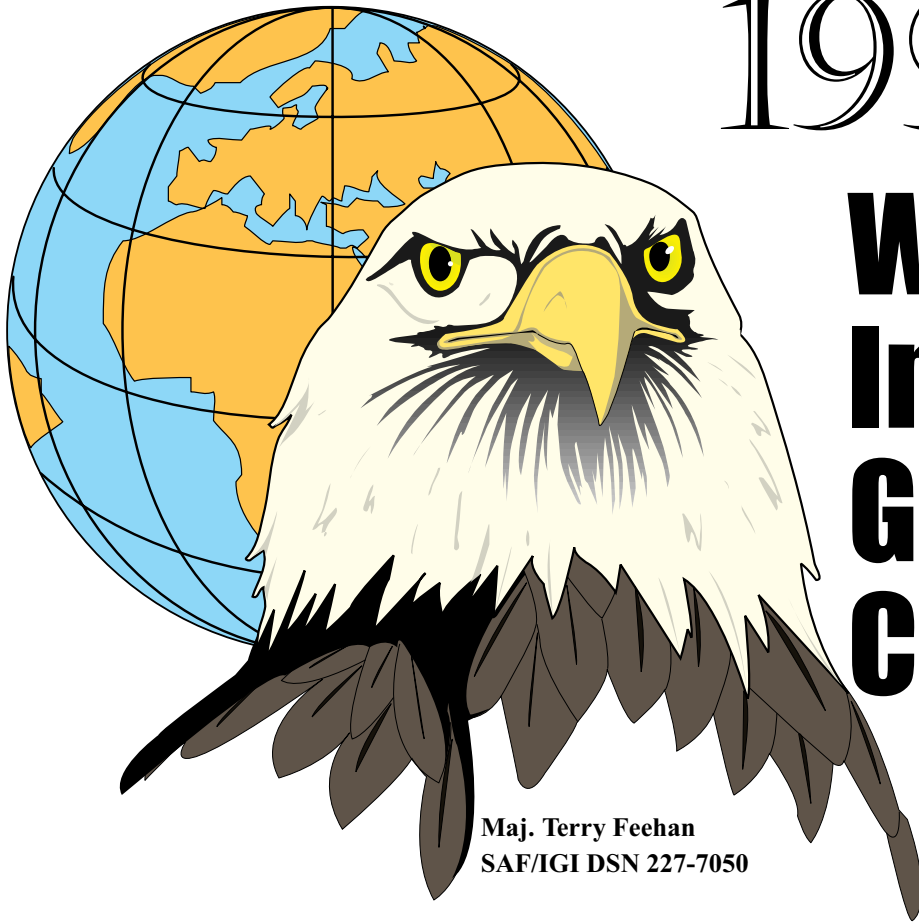
Special Agent Sowell
DSN 297-4552

94-1

Investigative Sufficiency and Documentation
Expires: Indefinite

94-2

Effectiveness of the Mission Key Processes and Management Program
Expires: Indefinite



Maj. Terry Feehan
SAF/IGI DSN 227-7050

1996

Worldwide Inspectors General Conference

Anually, Air Force inspectors general gather to review oversight activities, exchange major command inspection methodologies, and formulate a game plan to support our primary mission: “Ensuring the operational readiness, discipline, efficiency, and economy of the Air Force.” The 1996 Worldwide Inspectors General Conference also provided major command, Reserve, Guard, and other organizational inspectors general the opportunity to meet the new Air Force Inspector General, Lt. Gen. Richard T. Swope.

Attendees reviewed the entire spectrum of inspector general responsibilities. They were updated on lessons learned during medical and nuclear surety inspections, functional reviews performed by the Air Force Inspection Agency, and Quality Air Force criteria reengineering. Additionally, the Air Force Inspector General staff briefed on the successful installment of an

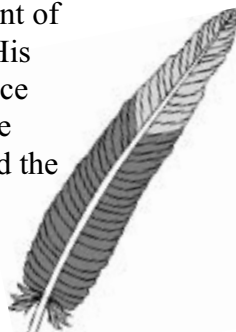
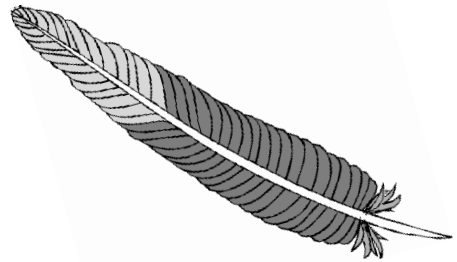
inspector general at each base to ensure unobstructed access to Air Force members, the establishment of a senior officer inquiries directorate at the secretariat Air Force level, and the soon-to-come Internet system to share best practices among all Air Force inspectors general. However, the clear focus of the conference was a detailed discussion of the Air Force's largest oversight programs—operational readiness inspections and Quality Air Force assessments.

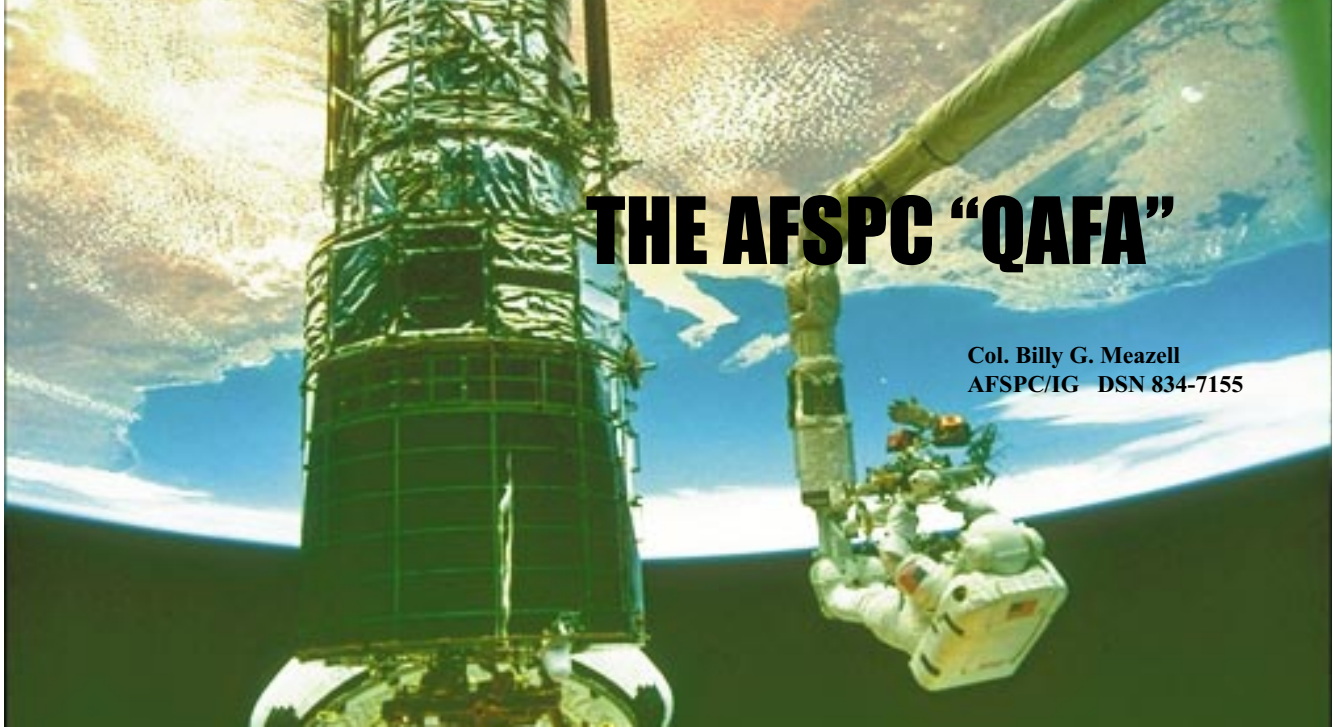
Major command inspectors general shared their unique approach to preparing for, performing, and grading inspections and assessments. While different commands tailor inspections to meet their unique organizational needs, each holds true to the basic inspector general tenants of validating readiness, discipline, efficiency, and economy of assigned organizations. An outgrowth of these frank and spirited discussions was the exchange of ideas which will help improve each command's oversight program. This information is also being provided to the ongoing Air Force Chief of Staff-directed blue ribbon commission tasked with examining and improving all Air Force inspections, reviews, assessments, and surveys.

In addition to the conference discussions, attendees took time to recognize the Air Force's Inspector of the Year. Senior Master Sgt. Brian Kinler, U.S. Air Forces in Europe, weapons services inspector, was this year's recipient of the prestigious Howard W. Leaf Award. His leadership in nuclear weapons maintenance inspections of NATO units earned him the award. Senior Master Sgt. Kinler received the

award at a recognition dinner held in his honor and his win marks the second in a row for USAFE.

In summary, this year's Worldwide Inspectors General Conference underscored the need for inspectors general at all levels to work closely with their commanders and to review and update their inspection programs so they remain relevant in today's changing Air Force. The Inspector General's tasking remains unchanged—ensure the United States Air Force is the most capable and respected in the world. ♦





THE AFSPC "QAFA"

Col. Billy G. Meazell
AFSPC/IG DSN 834-7155

Air Force Space Command changed inspection procedures in recent years, responding to Air Force quality initiatives. Like other inspectors general, we use the Quality Air Force assessment to evaluate unit quality progress. Air Force Policy Directive 90-2, *Inspector General—The Inspection System*, defines the assessment as, “an inspection of a unit’s leadership and management, as shown in mission and functional area performance, installation support, people programs, service to customers, and conformance with directives.” However, unlike most other major command Quality Air Force assessments, an AFSPC assessment adds a new dimension—the functional assessment. We use the functional assessment to measure how well the unit meets space command’s high standards for mission performance and why this approach makes sense from quality and mission perspectives.

With a command of over 200 units, spanning 17 time zones from above the Arctic Circle to the outback of Australia, AFSPC uses Quality Air Force tools to focus improvement efforts and institutionalize space capabilities delivery to warfighters in every arena. To assess units with missions as diverse as spacelift, satellite command and control, space warning, and intercontinental ballistic missile launch, we’ve come to believe it only makes sense to tie quality and

mission performance together in the Quality Air Force assessment. The space command assessment uses the seven Quality Air Force criteria to assess each organization’s quality maturity, the quality assessment portion. In addition to this, the command developed space inspection guides to measure a unit’s functional mission success, to include legal and policy compliance, fulfilling the functional assessment portion.

Since the quality assessment segment mirrors other major command assessments, the main difference lies in the functional assessment portion. At the heart of the functional assessment are over 160 space inspection guides used to do the assessment. Headquarters AFSPC directorates developed these guides for each unit function, identifying the processes and procedures most critical for mission success. Each inspection guide contains about 6,700 questions, divided into three types. About 5,000 of the questions are considered *noncritical*, covering tasks important to a function’s efficiency. The remaining 1,700 questions are *critical* questions used during the functional assessment. Critical questions identify tasks determined critical to functional mission success. If critical mission items are not being met, then the mission is not being achieved. A “no” answer to a critical question will result in a “marginal” or “unsatisfactory” rating for the functional area and

possibly for the overall unit rating. Of the 1,700 critical questions, 37 are *essential* to unit mission success. These 37 questions are asterisked which indicates overall unit failure for a “no” answer.

We use the 1,700 critical questions as the functional yardstick to measure each command organization, from headquarters to detachment work center. The critical questions are really the performance standards developed by the command. In developing each space inspection guide, directorates identified specific mission and compliance requirements for all responsibilities at all command organizational levels, from the major commands to the numbered air forces down to the unit.

Our space inspection guide-based assessment of unit functions really “certifies” whether the unit meets Air Force Space Command’s high mission performance standards and is the yardstick of our functional rating scheme. We are able to provide five-tier functional ratings for each two-letter function, the wing, and each group and squadron. If all critical questions are answered “yes,” then the function receives at least a “satisfactory” rating. In AFSPC, a “satisfactory” rating means the function is well managed. Once mission success has been determined, the inspector general examines quality improvement actions and results to determine final ratings. For this we use Space Inspection Guide 90-299, *The Quality Way*. We apply the 32 questions from this particular guide to every functional area with “yes” answers to all critical questions. These questions enable the inspector to determine unit success in implementing Quality Air Force processes to improve mission performance. Using *The Quality Way* inspection guide, the inspector determines the level of documented Quality Air Force improvement results which earn ratings above “satisfactory.”

To achieve ratings above “satisfactory,” programs first must meet basic mission requirements by answering “yes” to the critical items in the functional space inspection guides. If there is one “no” answer to any functional area’s critical items, then the rating is either “mar-

ginal” or “unsatisfactory.” Get enough “marginal” or “unsatisfactory” ratings or just one “no” answer to an asterisked critical question and the entire functional rating or the overall unit rating may also be the same.

The reason AFSPC uses the functional assessment is simple—we serve in the best Air Force in the world. Our people like competition and they like to achieve clear goals. When the Air Force adopted Quality Air Force, many people balked at this “new” management style. Others didn’t understand quality processes or didn’t see how quality concepts applied to their daily job. AFSPC’s Quality Air Force Assessment determines whether we meet the mission and how Quality Air Force improves that mission. We can clearly show that a unit can use Quality Air Force tools to improve daily mission performance. The space inspection guides provide the clear command performance standards, Quality Air Force supplies the criteria for assessing incremental improvement, and Space Inspection Guide 90-299 provides the reward for quality improvement of mission performance. This guide transforms quality from a theoretical program to a practical tool to improve functional mission performance. It gives organizations a more user-friendly road map to mission improvement using Quality Air Force. In addition to improved mission performance, the guide gives the unit a chance to earn “excellent” and “outstanding” functional ratings.

As organizations mature in their application of Quality Air Force, the mission will improve. The bottom line is to treat quality and mission together. The AFSPC Quality Air Force Assessment evaluates how well the unit does the mission and how well it uses Quality Air Force to improve mission performance. The sooner we all realize the advantages of using Quality Air Force as a method to improve mission accomplishment, the sooner quality will cease being just another management program and become institutionalized in the way we do business. Quality is not the mission; the mission is the reason to do quality. ♦



HAZMAT MANAGEMENT: ARE YOU A MEMBER OF THE TEAM?



Major Anne T. Houseal
HQ AFIA/MIL DSN 246-2051

Whether auto hobby shop employee, flight line maintenance worker, dorm manager, or plumber—control, storage, and management of hazardous material is everyone's business. In order to capture all the sources and use of hazardous material, the Air Force is implementing hazardous material operations designed to minimize use and track the ordering, storing, distribution, use, and disposal of substances through effective single-point control. This concept was designed to streamline and consolidate tasks and perform new tasks directed by Executive Order 12856, *Federal Compliance With Right-To-Know Laws and Pollution Prevention Requirements*.

Every installation must have a hazardous material management process. In reviewing more than 30 processes during a functional management review of *Hazardous Material Pharmacy Operations*, PN 96-606, which included Air Force, Navy, joint, Guard, and Reserve installations, the following insight to enhance operations at your installation is offered.

Engage in team building for key players.

Strive to achieve an interactive, synergistic relationship among key players: civil engineering, bioenvironmental engineering, safety, contracting, and supply sources. Leadership support is essential to establish viable programs. Working as a team to control and track hazardous material is a dynamic process that can achieve great benefits. Once the teaming is mastered, then bring all hazardous material customers into the process.

Develop a strategic plan.

Strategic planning outlines an installation's goals, objectives, and road map for complete implementation. This plan will ensure focus and a systematic method to capture all sources and users of hazardous material on an installation. Subsequent action plans should identify potential problems, causes, impacts, and solutions needed to completely enroll all installation users.

Keep senior leadership including squadron, group, and installation commanders involved.

The most effective method to keep leaders informed is by briefing the Environmental Protection Committee. Areas to cover with

senior leadership include program status, successes, and roadblocks. The Environmental Protection Committee is the best vehicle to orchestrate change in the hazardous material process given the crossfunctional nature of its members.

Identify and prioritize program training needs.

Comprehensive training is the cornerstone for effective hazardous material operations. Ensure the training plan addresses areas such as computer systems training, hazardous material and hazardous waste handling, spill response, storage requirements, and customer training needs.

Comply with environmental, safety, and occupational health standards.

Complying with standards and requirements ensures the safety, protection, and health of our work force. Review areas like spill containment, personal protective equipment, ventilation systems, emergency eye-wash and shower stations, fire suppression systems, and storage practices to avoid commingling incompatible materials. Work with base experts to correct facility deficiencies.

Create and use a viable feedback program with customers.

Two methods that consistently work in providing direct feedback are telephone surveys and a monthly customer advisory group. On a monthly basis, 20 to 30 customers serviced by a hazardous material management office should be called and asked questions relating to the satisfaction of service received. Additionally, customers may be asked to provide suggestions regarding improvements or changes to the

process. Another method is to use an advisory group comprised of hazardous material users. Customer satisfaction can be easily assessed, improvement actions can be readily identified, and recommended changes can be made to hazardous material operations management. Both methods provide direct customer feedback and more useful information than routine paper surveys.

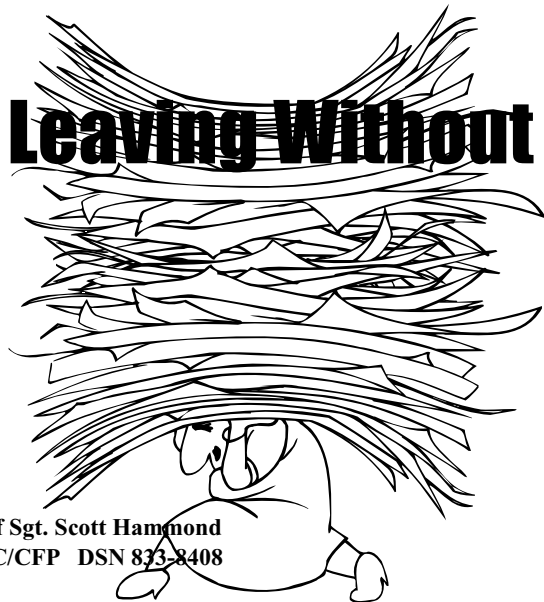
Share your success stories.

An active cross-tell program among installations will reap untold benefits. Examples of detailed implementation and action plans, crossfunctional offices, training programs, Environmental Protection Agency 17 reduction efforts, and hazardous material substitution successes abound in the Air Force. Sharing successes on minimization and waste reduction initiatives will foster sound environmental stewardship.

Hazardous material management is everyone's responsibility, whether a host wing or a tenant organization. Your organization is part of the process regardless of how you procure hazardous material. Be a part of that team. When we do our part, the entire Air Force will benefit. As a team, we will minimize hazardous material use, reduce costs, and increase compliance. Most importantly, we will protect the health of our people and the environment. ♦



Leaving Without Liability



Staff Sgt. Scott Hammond
SMC/CFP DSN 833-8408

In a mobile Air Force where people change jobs every few years, leaving your unit without liability for the items left behind should be of great concern for all accountable personnel and equipment custodians. With base closures occurring more frequently, custodians and managers must be on top of all items on account against their name. To ensure proper procedures are followed, refer to Air Force Manual 23-220, *Reports of Survey for Air Force Property*. The last minute scrambling to close out and transfer automated data processing equipment and other equipment accounts can be very tedious, with the unfinished business possibly following you to your next location.

During fiscal year 1995, one base documented 110 reports of survey. Twenty-five percent of these were computer items, 12 percent pagers, nine percent vehicles, and the remaining 54 percent a variety of assorted supply equipment items. A list compiled by a supply office revealed that over 100 items had not been accounted. This was an increase from the 77 reports of survey for the previous year. Granted, there will always be some vehicle mishaps and pagers may continue to disappear but precautions must be taken on the government property for which we are responsible.

The loss of property creates hardships not only for the custodian but for his commander, the staff judge advocate, and the investigating officer assigned to the case. Members must try to recall what occurred one to five years prior, previous custodians must be contacted at new bases, retired and separated members must be located, and statements must be obtained from everyone involved.

Closer scrutiny on the part of the accepting custodian would alleviate most of these problems. Too often accounts are transferred without an actual hands-on check. Custodians automatically sign for accounts on little more than a handshake, perhaps not considering the impact and monetary implications involved in accepting an account. Hand receipts are few and there is little to no documentation as to who has what, what building it is in, and who really has control of the item. During renovations and reorganizations, equipment is often moved to a storage location shared by several organizations. Because so many people have access and keys, items can disappear without a trace and the custodian is the one ultimately accountable.

Urgency and attention must start at the top. Commanders should make members aware of the importance of close item control. If the subject is important to the commander, this emphasis will undoubtedly pass down to the rest of the unit. The use of hand receipts and frequent inventories should also be encouraged. Upon the discovery of a missing, stolen, or damaged item, a report of survey should be initiated immediately, just as Air Force Manual 23-220 clearly states.

Whether you're departing as a base is closing, making a permanent change of station or separating from the service entirely, it's better to leave without liability following you. ♦

inspection news



Howard W. Leaf Award Winner Named

Senior Master Sgt. Brian K. Kinler, nuclear weapons inspection superintendent, Office of the Inspector General, United States Air Forces in Europe, Ramstein Air Base, Germany, was awarded the Howard W. Leaf Inspector General's Award at the Worldwide Inspectors General Conference, May 14, 1996.

The Howard W. Leaf Award is named after Gen. Leaf, Air Force Inspector General from 1980 to 1983 and is awarded annually to military or civilian inspectors in the grade of lieutenant colonel and general management or general schedule 14 and below. Nominees must have been inspectors at least one year and be submitted based on job performance, individual initiative, and professional qualities.

Kinler organized and led every inspection of U.S., Turkish, Dutch, Belgian, Greek, and Italian NATO-committed strike wings during 1995. His personal attention to

detail discovered deficiencies in permissive action links and emergency weapons deployment plans, allowing for corrective action before they became mission threatening. A recent senior noncommissioned officer academy graduate, Kinler also drafted the USAFE supplement to Air Force Instruction 90-201, *Inspector General Activities*.

Kinler received a personal plaque and has his name engraved on a larger one permanently displayed at the Pentagon. He is also eligible for the Air Force Recognition Ribbon. ♦

Unofficial Bulletin Board

With the increasing popularity of electronic communication, specifically E-mail, the old days of the unofficial bulletin board have stepped into the realm of the electronic medium. This transformation naturally causes questions as to what is appropriate use of government equipment for other than official purposes.

The Joint Ethics Regulation, *Department of Defense 5500.7-R*, provides specific guidance on the standards of conduct applicable to all members of the Department of Defense, civilian and military. Paragraph 2-100, sections 2635-101, 2635-704,

and 2635-705 specifically prohibit the use of government equipment or official time for other than official or authorized purposes. Therefore, endorsement of commercial products or the appearance of the government's sanction for purely personal activities unrelated to a government employee's official responsibilities are prohibited. Use of your unit's unofficial bulletin board to conduct personal or private business is strictly prohibited. Selling Amway products, Mary Kay cosmetics, insurance policies, or advertising Tupperware parties is strictly prohibited. The purchase and sale of collectibles is also prohibited.

The Joint Ethics Regulation does not exclude the one-time sale of personal property or the sale or rental of one's home prior to a permanent change of station move within the limitations outlined above. This limited exception to the regulation also applies to the prohibition of sales by supervisors to subordinates. The E-mail system may be used for specific fund-raising activities like the Combined Federal Campaign and the Air Force Assistance Fund. Also certain fund raisers may be permitted but vary from unit to unit. If your particular activity is questionable, your local staff judge advocate's office is available for specific clarification. ♦

Fraud in the Air Force

Maj. James G. Pasierb
AFOSI/PA DSN 297-4728

The Air Force Office of Special Investigations investigates all types of fraud cases against the government. Fraud costs the Air Force millions of dollars annually. Most of our fraud investigations are in the procurement area: product substitution/diversion/mischarging, conflicts of interest, and bribery. Other types of fraud involve military and civilian members who have been caught cheating the Air Force. In these budget-tightening days, the impact of fraud, waste, and abuse is felt throughout the Air Force and we should all accept the responsibility to prevent it at every opportunity. Mutual command and Office of Special Investigations support, coupled with teamwork, are essential for successful prevention, detection, and neutralization of fraud. Here are some examples.

Misuse of U.S. Air Force Equipment

Subject: Air Force GM-15

Synopsis: The base computer network manager reported that a server was recording numerous accesses to non-work-related Internet web sites, some of them

sexually explicit. While a total of 655 users were recorded as having accessed the suspected web sites, the review of the log indicated that the GM-15 was the most frequent abuser with more than 3,000 accesses to non-work-related sites. An analysis of the seized computer further disclosed incriminating evidence.

Results: The civilian worker received a 14-day suspension without pay.

Submission of False Contract Information

Subject: Top 100 U.S. Government Contractor

Synopsis: The Office of Special Investigations revealed that the contractor made false statements during negotiations for modification to the navigational and targeting pod, LANTIRN, program. The company withheld its lowest cost for the modifications from the government which resulted in the government paying the inflated price.

Results: The company settled out of court and paid the government \$1,172,062.

Illegal Discharge of Hazardous Material

Subject: Maintenance Contractor

Synopsis: The company provided depot-level maintenance for aircraft engines for the Air Force and Army. A fuel line ruptured in one of the company's test cells and spilled more than 1,000 gallons of fuel into an area designated as a bird sanctuary. In addition, further investigation revealed that the company constructed an underground drain line and intentionally

discharged waste materials into a wetland. Employees were told to plant bamboo-like plants near the drain area in an attempt to conceal the discharge.

Results: The company received a \$350,000 state fine.

The following case is not a pure fraud case but serves to illustrate our criminal investigation operations. This kind of criminal activity, just like fraud, costs the Air Force money in the form of investigative costs, lost productivity, and time.

Drug Suppression Operation

Subject: Three Civilians

Synopsis: A joint Office of Special Investigations, internal revenue office, and police department operation was able to identify three civilians suspected of providing cocaine powder to active duty Air Force personnel. During undercover drug transactions, 234 grams of up to 80 percent pure cocaine powder worth over \$180,000 exchanged hands between subjects and police officers. Further investigation revealed evidence of major drug trafficking, usage of cocaine and marijuana, and money laundering involving military personnel.

Results: One subject received 10 years in prison and the second received 15 years confinement. Investigation of the third civilian continues. ♦

Summary of Recent Audits

Ms. Terri Buckholtz
AFAA/DOO DSN 426-8012

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness, and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a listing of recently published reports by contacting Ms. Terri Buckholtz at the number above, E-mailing to reports@afaa.hq.af.mil, or writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125.

Management of Special Purpose Recoverables Authorized Maintenance at a Pacific Air Forces installation needed improvement. Specifically, equipment custodians did not cancel due-outs for unneeded equipment items or maintain equipment accountability for special purpose receivables authorized maintenance assets. In addition, installation personnel did not always validate authorizations or turn in excess

equipment items to base supply. However, as a result of the audit, officials turned in for redistribution 14 items identified as excess and valued at \$2million. (*Report of Audit 91096024*)

Management of Hazardous Materials at an Air Force Materiel Command installation required improvement. Specifically, managers did not always identify, approve, or inventory hazardous materials and supply personnel did not forward national stock numbers to the bioenvironmental section for hazardous material coding. In addition, contractors were not always required to identify hazardous materials brought on base. Furthermore, civil engineering supply store buyers and international merchant purchase authorization card holders purchased hazardous materials without prior bioenvironmental approval. Proper identification, handling, and disposal of hazardous materials are necessary to avoid obligating the Air Force to fines reaching \$25,000 per day. (*Report of Audit 91296016*)

Review of Continuing Health Education to Enhance Readiness Medical Training at an Air Mobility Command installation revealed needed program improvement. Although medical personnel met entrance requirements and were professionally

qualified to benefit from the material presented, optimal use of training funds was not realized and training records were not properly maintained. Specifically, health care personnel attended training courses which did not meet the six continuing education units per day requirement and/or were not within the recommended geographical location. The AMC installation could put approximately \$148,453 to better use annually by ensuring medical personnel meet continuing health education to enhance readiness medical training requirements. (*Report of Audit 50296032*)

Management of the Base Solid Waste Disposal Program at an AFMC installation was not effective. Specifically, contract quality assurance evaluation and surveillance required improvement. Also, installation officials did not deobligate excess account funds in a timely manner and two tenant activities did not reimburse the base for disposal costs. Further, the contracting officer did not annually review the incineration contract to determine fair and reasonable costs. The installation could realize a potential monetary benefit of \$875,754 from deobligations, renegotiated contracts, and reimbursements. (*Report of Audit 40496021*)♦

COMPUTER BYTES



LAPTOP SCAM

For traveling military members, there is a computer laptop scam being hustled in our nation's airports. Usually, two people look for an unsuspecting person carrying a laptop and position themselves in front of the person before they enter the security check. The two stall until the laptop is placed on the conveyor belt. While the first one moves through easily, the second sets off the detector and begins the slow process of emptying pockets and removing jewelry. While this is happening, the first subject takes the laptop as soon as it appears on the other side of the detector and quickly moves away. When the passenger finally gets through the detector, the laptop is gone, as are the two or sometimes three people operating the scam.

Members are advised that when traveling through airports to delay placing their laptops on the conveyor belt until they are certain they are the next person to move through the metal detector. Keep your eyes on the reappearing conveyor belt and watch for your laptop to emerge. Be aware of who is in line around you, both in front of as well as those behind you. ♦

COMPUTER VIRUS

No system is safe from computer viruses. Recently, the Air Force Inspection Agency Medical Inspection Directorate contracted three to four computer viruses. More than likely these intruders originated on diskettes received from other units. The last infection resulted in two desktops and 18 diskettes being infected with the *extremely common* AntiExe virus, a boot sector virus. All

work in that directorate was disrupted for a week. While previously installed anti-virus software repaired the damage on the floppy diskettes, the desktops required additional efforts to make them well again.

Despite anti-virus programs, computer viruses can invade your system. Shrink-wrapped software or formatted diskettes received from supply may even be infected. Software protection that scans for viruses when the computer is started up is acceptable and usually effective but memory resident, that which is loaded and stays in the background until virus activity is observed, is preferred.

Since computer viruses are an Air Force-wide problem, a site license which allows all Air Force units to use one anti-viral program may be available at your installation. The information systems or resource management team

may contact your host unit's communications squadron for more information on this important protection.

An ounce of prevention is worth a pound of cure.♦

For more information, contact Mr. Gene Richards, HQ AFIA/SGP, DSN 246-2569.

COMPUTER UPGRADE

As defense dollars available to keep bases operational have decreased, available computer technology has grown by leaps and bounds. Faced with these bipolar ends, the Air Force Inspection Agency responded with a little ingenuity to stretch their computer dollars.

Just a year ago, the agency owned 36 386 DX/33 computers in occupied work stations. Desperately in need of upgrading these computers, the agency communications information team looked toward the purchase of new 486 DX4/100s and Pentiums. The average cost for the Desktop IV government contract was around \$2,000 each, with Pentiums running as high as \$2,500.

Because the existing network and work stations were configured to run Windows and all network applications in the shared directories, the large hard drives included in the 486s became expensive and seemed unnecessary. The floppy drives, keyboards, and monitors were still in quality condition. Considering these factors, the team opted to test the feasibility of upgrading

just the motherboards, the main component containing the central processing unit. A local vendor was able to supply the needed 486 motherboards for the test period. While the high-powered Pentiums had been considered, the current workloads and applications couldn't justify the additional cost that would be incurred.

After much product research was conducted, a Micronics motherboard was selected for its ability to meet all requirements for performance and reliability.

The vendor assisting the agency with the testing was also the only local vendor who would take the older 386s as a trade-in. With the trade-in, the cost was decreased to \$680 each, totaling \$24,480. Instead of spending \$72,000 for new 486s or \$90,000 for Pentiums, the agency was able to meet its needs for 66 to 73 percent less in total spending.

Since that installation, the upgraded systems have performed up to, if not exceeded, agency expectations. If the agency were to upgrade today, Pentiums would be the natural choice as they are now much more reasonably priced. The funds that would have been spent on the purchase of new systems were used to purchase additional notebook computers for inspectors' use on the road as well as the purchase of additional software.♦

For more information, contact Maj. Jerry Holkestad, HQ AFIA/CVC, DSN 246-1646.





IS YOUR TRAINING AFFILIATION AGREEMENT IN ORDER?

Lt. Col. Barbara C. Sutton
HQ AFIA/SGR DSN 246-2457

The wartime mission of medical squadrons of the Air Reserve Component is contingent upon quality hands-on training. Several Reserve component medical squadrons are actively engaged in hands-on training agreements with civilian facilities, mainly because Air Force medical facilities are not conveniently located or such facilities are unable to provide the range of clinical opportunities necessary to assure adequate training. While these civilian-military endeavors are innovative, commendable, and highly recommended, many training affiliation agreements are incomplete or nonexistent. Such infractions could place

the Air Force in a liability status or compromise mission readiness.

Is your medical squadron receiving hands-on training at veterans administration facilities or civilian institutions, such as hospitals, ambulatory clinics, doctors' offices, fire departments, local metropolitan laboratories, or similar locations? If your answer is *yes*, are your unit's training affiliation agreements in order? For instance, has your medical squadron obtained proper authorization to do so? Did a judge advocate review the agreement and recommend approval? Was the training affiliation agreement approved by the wing commander, Air Force Reserve National Guard Bureau, or Headquarters Air Force Health Personnel and Policy and Programs Division? Most importantly, did your

unit complete a training agreement at all? If the answer to any of these questions is *no*, then your medical squadron is probably not meeting standards established in Air Force Instruction 41-108, *Training Affiliation Agreement Program*, or Air Force Reserve Instruction 41-101, *Training Affiliation Agreements*, as applicable. The standard will be assessed utilizing the criteria in the Health Services Assessment Guide Element Human Resource Utilization 3.4.5.

Think about training agreements from another angle: would you obligate government funds or make verbal or written agreements without appropriate audit trails and authorized approval? Unquestionably, your response should be *no*! If by chance you did proceed without following the established procedures, you might find yourself, your wing, or the Air Force facing legal actions. The ramifica-

tions may be similar for not having a sound training affiliation agreement.

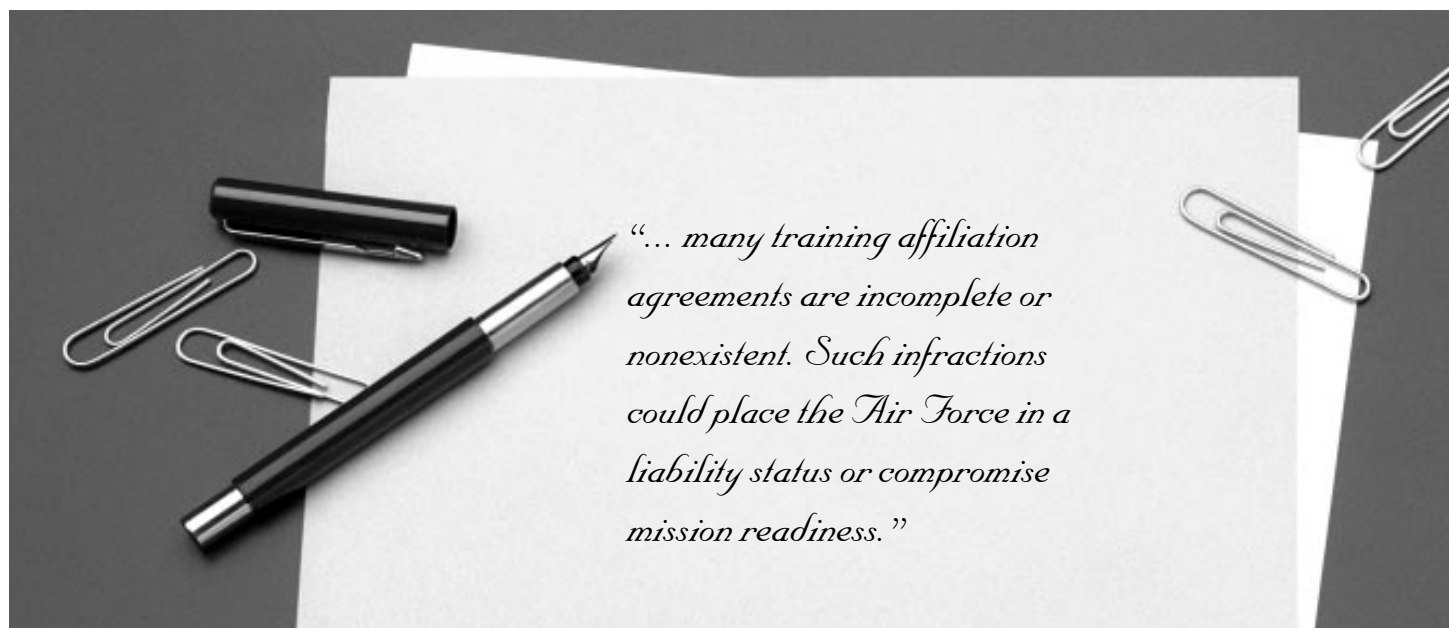
During the 1995 health services assessment guide test period, medical personnel were often engaged in training at local civilian agencies without appropriate approval from higher headquarters or coordination with a medical law consultant. Such findings during 1996 health services inspections could yield an “unsatisfactory” rating for Element Human Resource Utilization 3.4.5.

The solution to the affiliation agreement problem is relatively simple. Clearly defined guidelines and examples are in Air Force In-

struction 41-108. Air National Guard medical squadrons should pay special attention to paragraph six, *Processing and Approval of Training Affiliation Agreements*, and use attachment three to establish such agreements. Provided the agreement does not deviate from the model format, the Reserves can reference Air Force Reserve Instruction 41-101, attachment one, for routine training affiliation agreements and end the approval process at wing level.

Training affiliation agreements in the veteran’s assistance and civilian facilities are a highly recommended option but certainly not a requirement. What is required is the

coordination of the agreement when the medical squadron trains with these agencies. Keep in mind that training agreements set liability parameters and understanding between military and civilian agencies. While providing an excellent training mechanism, the affiliation agreement should ensure the broadest possible protection for the Air Force and enhance the readiness mission. ♦



ORI CREDIT *for* REAL-WORLD & OPERATIONS EXERCISES?

Lt. Col. Jim Kirby
SAF/IGI DSN 227-7050

U.S. Air Force Photo

Senior Air Force leaders such as Secretary of the Air Force Dr. Sheila E. Widnall and Chief of Staff Gen. Ronald R. Fogleman are frequently asked why units cannot receive operational readiness inspection credit for real-world operations and exercises. This is certainly an understandable question given our decreased force size and current high operations tempo supporting global commitments.

Sensitive to these concerns, major command inspectors general are examining nontraditional ways to validate a unit's mission readiness and many of these initiatives have merit. Their challenge is to determine how much of a unit's designated operational capability is demonstrated during an exercise or real-world response. Further, if a unit is not fully tested, inspectors general need to devise a subsequent evaluation with the original objective in mind—to adequately test a unit's operational capability while minimally disrupting its day-to-day operations.

CONTINGENCIES AND EXERCISES

Many units deployed or otherwise heavily

involved in Operations Desert Shield and Storm *did* receive inspection credit for their participation. Senior leadership examined each unit individually to ensure they had satisfactorily demonstrated a sufficient portion of their wartime requirements prior to awarding credit. Other participating units that did not meet these criteria received no credit but had their inspections postponed until they could return to “normal” daily operations and complete necessary training that lapsed during wartime operations.

Currently, several major command inspectors general combine portions of operational readiness inspections, when feasible, with major exercises like Amalgam Warrior, Roving Sands, and Global Yankee. This provides obvious operations tempo relief to participating units and, frequently, significant cost savings. The key to success is to have sufficient advanced notice and participation in the planning process to effectively blend inspection and exercise requirements. Both unit commanders and major command inspectors general are very supportive of this method of inspection because it adds

realism to the inspection scenario.

In a related effort, Air Combat Command recently conducted multiple major command inspections with Air Mobility Command and Air Force Materiel Command. We found these

“

When we queried field commanders on this issue, the overwhelming majority were not in favor of combining inspections with real-world operations.

”

combined inspections reduced separate inspection requirements, saving time and money, and enhanced the units' future capability to work with external agencies during contingencies.

REAL-WORLD CONFLICTS

Perhaps our greatest concern involves the potential conflict between real-world taskings and inspection requirements. Without doubt, mission requirements do and always will take priority. The dilemma is that each time inspectors general deviate from required operational readiness inspection evaluation events, they impact their established minimum baseline for effectively assessing readiness.

There are also more serious implications. What happens if inspection requirements conflict with or detract from a unit's ability to perform their real-world tasking? When we queried field commanders on this issue, the overwhelming majority were *not* in favor of

combining inspections with real-world operations. Unlike the previous discussion where unit commanders supported combining inspections and exercises, they are very much against being inspected while reacting to a real-world tasking.

WORK FORCE ISSUES

A practical issue we face in awarding inspection credit for real-world taskings and exercises lies in the reduced number of inspectors. Like everyone else, major command inspectors general have undergone significant personnel reductions during our force downsizing. Now more than ever, inspectors general must efficiently schedule inspections and other requirements for inspectors and rely heavily on augmentation resources to meet current requirements.

As mentioned earlier, inspectors general are already trying to combine inspections with other taskings. However, inspectors who would evaluate a units' participation in real-world contingencies or major exercises are the same ones who must perform scheduled operational readiness inspections. The bottom line is that major commands have heavy demands for qualified inspectors. This problem is not a show stopper to a policy of awarding inspection credit as described but is a constraint we face.

LOOKING AHEAD

Fogleman recently appointed a blue ribbon commission to review these and similar concerns. The commission, led by retired Lt. Gen. Brad Hosmer, will report their findings and recommendations at a future Corona.

But the bottom line is—we, as inspectors general, will continue to review procedures, timing, and other requirements to accomplish our charge to “assess the readiness, discipline, efficiency, and economy of the Air Force. ...” ♦

AIR FORCE INSPECTION AGENCY

9700 G AVENUE SE, KIRTLAND AFB NM 87117-5670

**DEDICATED TO IMPROVING
THE AIR FORCE**

SG

Medical Inspection

DSN 246-2426

Col. Lawrence Wilson

wilsonl@smtp.saia.af.mil

MI

Management Inspection

DSN 246-1891

Col. Richard Aceto

aceto@smtp.saia.af.mil

FI

Field Inspection

DSN 246-1779

Col. Paul Shorock

shorockp@smtp.saia.af.mil

AI

Acquisition Inspection

DSN 246-1672

Col. Edward McGovern

mcgovere@smtp.saia.af.mil